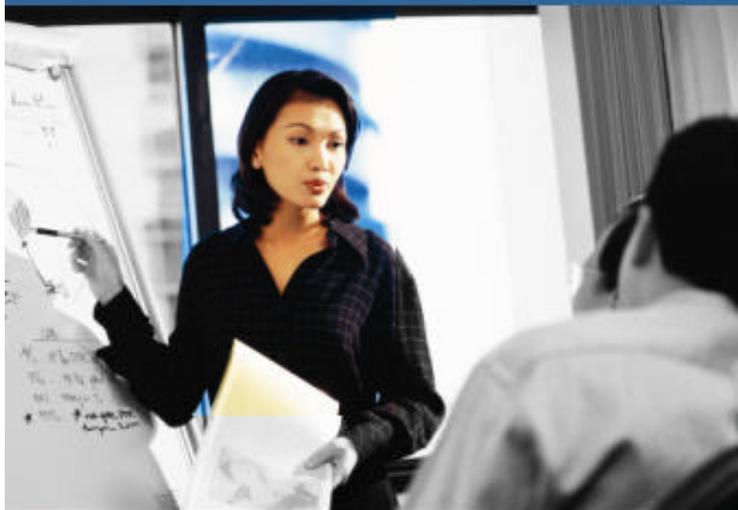




Arizona Workforce Connection



The Workforce Investment Act
Annual Report

Program Year 2001
July 1, 2001 -- June 30, 2002





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November 14, 2002

The Honorable Elaine L. Chao
Secretary of Labor
U.S. Department of Labor
200 Constitution Avenue, NW
Washington, D.C. 20210

Dear Secretary Chao:

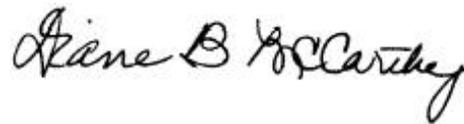
Arizona is pleased to present its annual Workforce Investment Act report. This report affords the Governor's Council on Workforce Policy the opportunity to update Arizona's businesses and community on our efforts to improve the state's workforce development delivery system.

Arizona has made great strides in unifying a fractionalized system under our Arizona Workforce Connection brand name. The new statewide brand is being supported by a much-needed web presence, standardized outreach materials and a new employer focused telephone hot line.

We are extremely pleased with Department of Labor leadership and its willingness to allow states to utilize innovative approaches to address local workforce needs.

On behalf of Governor Jane Dee Hull and the Governor's Council on Workforce Policy, I thank you for your ongoing support of Arizona's effort to create a business-led workforce delivery system.

Sincerely,



Diane McCarthy
Chair, Governor's Council on Workforce Policy





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Executive Summary

A little more than a year and a half into the new millennium, Arizona's bold, aggressive outlook on economic and workforce development was tempered by budgetary shortfalls and downturns in major industries (e.g. manufacturing, mining, transportation, and communications). In the midst of the expected rise in unemployment, there has emerged an unprecedented commitment toward alliances among state agencies, the business community, community-based organizations, and other One-Stop system partners to keep Arizona working.

Program year 2001 brought new leadership and members for the Governor's Council on Workforce Policy. The Council ensured that the workforce system was more inclusive of the business community, more proficient in its integration of partner services, and more committed to providing a powerful, internet-based system for tracking One-Stop participant performance.

The system helped unemployed individuals through Arizona's eligible training provider list. Customer training choices were available from a listing of over 2,000 training programs, almost double the number of programs that were available the previous program year.

Funds for technical assistance and capacity building enabled local workforce investment areas to expand and strengthen existing services, and accommodate outreach and partnership strategies that will shape the future of program delivery.

Business driven local boards became more actively involved in regional collaborations, a move that promises a state workforce that will evolve to become more resilient over time against the changing economy.

Enhancements to the state's participant tracking system allowed for more in-depth analysis of customer data, so that correlations between level/mix of services and successful outcomes could be developed.

And, the numbers of youth program participants remaining in school and attaining a high school diploma continued to rise, up more than 15% from the previous program year. This is a testament to the individualized approach local youth programs have built into their programs, to provide academic and occupational assistance that build positive attitudes and self-reliance.



Economic Environment

In 2001, the Arizona Department of Commerce began collaborations to develop a statutorily mandated long-range economic study for Arizona. *The Statewide Economic Study (SES)*, a partnership among Arizona's universities, major utilities, and key state agencies, began the process of identifying a strategic vision for the Arizona economy based on objective analysis.

It was recognized, at the time, that Arizona was in an economic recession expected to last 7 to 15 months. While the state's economy was more diversified than it was ten years earlier, the decline of technology stocks and the terrorist attacks created an unprecedented environment of economic uncertainty.

As noted in the *SES*, Arizona's current economic structure still includes the proverbial Five C's of cotton, cattle, citrus, copper, and climate, but is now augmented by electronics and other tech industries, aerospace, and back-office administrative services that expand the employment and production base.

Of the Five C's, only climate-related industries provide any dynamism to the economy today. Financial services, business services, and production of missiles and space equipment round out the industries providing dynamism and economic growth in recent years.

Other key findings of the study include that tourism is in the industry base of all fifteen counties. However, some counties depend on in-state tourism, others from out of state, and many counties depend upon the economic health of the Phoenix and Tucson metropolitan areas. There is a lack of industry diversity. Most rural areas have only one or two base industries, with tourism being the common denominator.

Workforce quality is of particular concern. While Arizona is able to attract skilled workers from outside the state, the local workforce does not measure up, according to the *SES*. Arizona ranks last for the rate of high school completion and nearly last for the share of high school graduates continuing on to college.

The economic effects of a national recession were already being felt in Arizona prior to the devastating events of September 11th, 2001. A deepening of the economic slowdown began in the second quarter of calendar year 2001 with the industry groups of manufacturing and business services. The third quarter saw the slowdown spread to construction, transportation, communications, and public utilities.



The events of September 11th sent further shock waves through an already unstable U.S. (and Arizona) economy, with the transportation and tourism industries. Arizona was particularly hit hard because it is home to America West Airlines (which laid off 2,000 employees immediately) and is heavily dependent upon the tourism industry. Resorts, and related industries, were forced to cut employees. Forest fires prolonged the decline in tourist activities, as the drought conditions prompted national, state, and local parks to close and lay-off employees.

According to Arizona's Department of Economic Security, after 20 years of employment growth, Arizona will lose nearly 21,000 jobs during 2002 as businesses continue to adjust their workforce to slower demand and cost-containment goals. After experiencing jobless rates below 4% during much of Program Year 2000 (July 1, 2000 – June 30, 2001), Arizona saw rates climb from a low of 4.5% to a high of 6.0% (seasonally adjusted) by the end of PY 2001.

Sources: *Arizona Economic Trends*, Arizona Department of Economic Security, Research Administration, Fall 2001; *Arizona's Workforce*, Arizona Department of Economic Security, Research Administration, August 29, 2002; *Arizona Statewide Economic Study 2002*, Arizona Department of Commerce, July 2002; U.S. Department of Labor, Bureau of Labor Statistics

State Funds

The Governor has the authority...

To pool and reserve up to 15% of adult, youth and dislocated worker formula funds for statewide investment activities.

Eligible Training Provider List

The WIA requires states to establish policies and procedures for the selection of service training providers for Individual Training Accounts (ITAs). The state Department of Education maintains and disseminates the state list of eligible service providers and works closely with local boards in reviewing and approving new training providers. The department annually reviews performance data, verifies performance information, and monitors providers to determine continued certification of qualified service training providers. All eligible training providers and programs can be reviewed on www.ade.az.gov/arizonaHEAT.

Incentive Funds

State incentive funds are available to Local Workforce Investment Areas (LWIAs) that exceed negotiated outcomes for the 17 performance measures and for regional collaboration and local coordination activities. Incentives are allocated in accordance with a formula approved by the Governor. During PY2001, \$493,536 was awarded.

Technical Assistance/Capacity Building

Technical assistance and capacity building are state leadership activities. During PY2001, the Workforce Development Administration sponsored several training opportunities based on the results of a technical assistance survey of local area staff. Among the subject matter offerings were improved performance, designing youth services, effective services for dislocated workers, and several sessions on reporting requirements.

Local areas may also received capacity building funds to enhance their effectiveness, strengthen direct services provided to participants, and develop exemplary program activities. These funds will be used to improve the competencies of the personnel who staff and administer WIA programs, including those from LWIAs, service providers, state agencies, policy makers, and other related human service providers.

High Concentrations of Eligible Youth

Funds were distributed to LWIAs with high concentrations of youth in poverty for use at local discretion. Local areas used these funds to supplement their regular youth formula allocations or for specials projects to serve targeted youth audiences.

Labor Market Information

Funds set-aside for labor market information are used to maintain demographic information and current economic and demographic data to determine WIA funding allocations, incentive distribution, and performance standards.

State Administration

The Arizona Department of Economic Security and the Arizona Department of Commerce use WIA funds for administration, including operating and maintaining a fiscal and management accountability information system, operational expenses for the state workforce board, monitoring and oversight of local grants management practices, audit resolutions, equal opportunity services, and indirect costs.

Adult & Dislocated Workers Activities

Increases in projected lay-offs, as a result of the events of September 11, 2001, prompted the Governor to approve additional funds targeting dislocated workers. Industries related to the airline industry, including transportation, food service, and aerospace reported pending lay-offs in record numbers. However, sufficient dislocated worker formula funds and statewide rapid response funds met the need. In June 2002, the Governor re-allocated these funds to address the needs of workers displaced from employment as a result of the Rodeo-Chediski fire, which destroyed over 460,000 acres in northeastern Arizona. The outcomes of individuals served by these funds were subject to the negotiated performance measures.

Statewide Information Technology (IT) System

To continue the development of Arizona's one-stop system and truly achieve seamless and integrated service delivery, funds were allocated for a statewide information technology infrastructure. The Internet-based system is projected for implementation during 2003. Phase I of system implementation will provide a comprehensive set of tools for providing both core and intensive services for staff and case managers, including intake, eligibility determination, case management, on-line interagency referrals, and required performance tracking and reports. Phase II, to be funded with other one-stop partners funds, will add labor exchange services for businesses.

Displaced Homemakers/Non-Traditional Training

A displaced homemaker is one who has been providing unpaid services to family members and is dependent upon the income of the family but is no longer supported by that income and is underemployed or unemployed. Under WIA, a traditional displaced homemaker has the opportunity to be served with dislocated worker formula funds under Title IB. However, experience has shown that the provision of specialized and focused services through community-based organizations better serves the displaced homemaker. Funds were distributed to two organizations that provide job placement and training services to displaced homemakers

Leading Arizona

In Arizona, the **Governor's Council on Workforce Policy** (GCWP) continues to lead Arizona by taking on substantial tasks that go far beyond meeting requirements of WIA. In June of 2002, the GCWP came under the leadership of **Diane McCarthy, a dynamic business leader** who has served in the Arizona House of Representatives and on numerous prestigious boards and commissions.

Under Ms. McCarthy's leadership, the Council has increased its membership from 27 members to 35 members in order to comply with WIA and has established five standing subcommittees to address the pressing workforce issues in Arizona. These subcommittees include a Local Workforce Investment Boards Chairs Subcommittee, a Subcommittee on Performance Measures & Board Development, a Taskforce on Labor Market Statistics, and a Taskforce on Workforce System Building.

The GCWP also continues to focus on the goals set by the Department of Labor to further develop Arizona's workforce development system by concentrating on proficiency, opportunity, efficiency, accessibility and accountability.

The GCWP has worked diligently to develop the Arizona Workforce Connection and establish statewide training for the local WIBs. The GCWP provided the direction and incentive for **a statewide computer software package** that is internet based and provides on-line customer service for both employer and job seeking customers, as well as serving as a powerful staff tool for case management and performance tracking.



Other areas targeted by the Council include:

- Greater responsiveness to employers
- Correcting the uneven quality of One-Stop centers
- Improved youth programs including a better connection between academic and occupational learning
- Better integration of the partners into a single service delivery system organized around One-Stop centers
- Working closely to help integrate Labor Department programs more tightly into the One-Stop coordinating framework, especially Job Service offices
- Transforming labor market data into useful workforce information

Furthermore, Arizona's workforce development leaders are now poised to participate in key discussions that will determine the economic future of the state. Each member of the Governor's Council on Workforce Policy received a full-paid membership to the Arizona Association for Economic Development, Arizona's professional organization representing the collective views, interest and needs of those involved in Arizona's economic growth. This connection with economic development will help lead Arizona into the future with a concerted link to workforce development.

Arizona Workforce Connection



The GCWP established Arizona Workforce Connection as the state's streamlined workforce development system – bringing together all of Arizona's workforce development partners to provide businesses with comprehensive, streamlined service.

Employers across Arizona attract qualified applicants and reduce their employee selection, retention and training costs through Arizona Workforce Connection. The system provides services to employers who seek skilled new hires or training resources for existing employees. Through a network of One Stop Centers and online services, Arizona Workforce Connection provides:

- Easy access to workforce resources
- Employee recruitment
- Labor market information
- Job training and hiring tax credits
- Customized training and skills upgrading
- Solutions to common employee barriers
- Pre-layoff assistance

In partnership with LWIBs, outreach materials have been developed and are currently being used across the state. These materials include a website ArizonaWorkforceConnection.com, along with a system of communications tools including employer-focused brochures, PowerPoint presentations, trade show booths, and direct mail pieces.

To increase business awareness of and participating in Arizona Workforce Connection programs and services, the GCWP has launched a consistent, targeted and measurable outreach initiative to the business audience across the state.

Key Objectives

1. Clearly positioning Arizona Workforce Connection as the system that provides services in a manner that is reliable, on-target with current industry/economic environments, responsive to changing needs of the business community, consistent, knowledgeable.
2. Publicize the availability and proximity of One-Stop Centers, their services and success stories.
3. Enable partnership between the GCWP and LWIBs to utilize outreach materials and execute communications initiatives.
4. Measure the success of the outreach initiative.

Statewide Computer Software System

As part of the implementation of the Arizona Workforce Connection, the GCWP approved the procurement of a **statewide, state-of-the-art, web-based software system** and set aside the funds to finance this endeavor. This system will improve employment service delivery, public information, links with employers' sites and related search engines, labor market information, uniform reporting mechanisms, and more.

The State of Arizona is in the final stages of purchasing this system and anticipates having the statewide system fully operational in 2003.

WIB Training

Community partnership.
Visible leadership.
Strategic collaboration.

Excellence does not just happen. It takes a clear vision, dedicated work and most of all communication, consensus, and action. The Workforce Investment Board Forum (The Forum), sponsored by the Arizona Department of Commerce, the Arizona Department of Economic Security and the Department of Labor, was a kick-off event that helped identify the challenges being faced in Arizona, and started the mechanism for focusing on solutions and actions.

The Forum provided a unique opportunity for dialogue, discussion and action planning on critical issues facing our workforce development system in Arizona. During the conference, participants identified six key issues as critical to the success of the system.

Breakout discussion sessions provided the opportunity to set in motion a collaborative process of identifying "what's important" in order to get on with the business of addressing each issue and identifying appropriate solutions.

A report was compiled following the Forum that formed the foundation for a state/local collaborative process that is leading to solutions. The next step is for local WIBs to address the key issues that can be resolved at the local level and make recommendations to the Governor's Council on Workforce Policy, through such mechanisms as the local chairs or directors' subcommittees, on how they can assist in those efforts. The GCWP will continue to strategize on broader solutions.

National Emergency Grant

Supplementing State Set-Aside Funds

On Tuesday June 25th, President Bush announced a major disaster declaration for parts of Arizona impacted by wildfires. Specifically, he declared Apache and Navajo counties and the Fort Apache Reservation major disaster areas, making them eligible for federal aid and low-cost loans.

The State of Arizona (in a cooperative effort between the Arizona Department of Commerce (ADOC) and the Department of Economic Security (DES)) requested and received a \$2,291,674 National Emergency Grant (NEG) to address the emergency workforce needs of citizens who have been adversely affected by wildfire destruction in Northern Arizona. These funds are being used to employ, train and equip an emergency workforce for clean-up operations in the affected areas. The preliminary plan was to employ up to 100 displaced workers to begin cleanup efforts, along with 10 to 15 supervisors and 10 support staff.

Governor Jane D. Hull, with support from the GCWP, directed the use of up to \$500,000 from unallocated 10% governor's set aside funds to implement a forest

clean up and restoration youth employment program. She also gave approval to tap into the \$1.1 million in dislocated worker funding the GCWP had set-aside after the September 11 disaster, as needed, to rebuild the local economic base.

One plan of action was the implementation of a youth conservation program that would immediately employ youth ages 18-21 in the impacted areas, providing training, employment and a means for reforestation. The "White Mountain Youth Corps" is a 46-week program that is providing training, education sessions and employment opportunities for the youth impacted, and meets the goals and requisites the Governor established in allocating funds to the disaster areas.

The "Rodeo-Chediski" fire consumed more than 470,000 acres of forestland. The loss will continue to have a profound effect on two of the state's most impoverished counties, Navajo and Apache. Prior to this disaster, more than 60 percent of the White



Mountain Indian Tribe's population was unemployed and the existing economy was heavily dependent on forestry operation.

Our original mission was to serve and enable the citizens of Arizona who experienced employment crises as a result of the devastating fires in our state. With the financial support from the NEG, and the reallocation of Governor Set-Aside funds, the State of Arizona was strategically positioned to support the hundreds of dislocated workers who reside in the fire-damaged areas.

Ms. Linda Aguilar
Human Resource Manager
Spectra-Physics Semiconductor
Lasers

Dr. Bob Breault
Chairman of the Board
Breault Research

Mr. Fred Brown
FL Brown Enterprises
General Contractor & Developer

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Dr. Mary Vanis
Director, Center for Workforce
Development
Maricopa Community Colleges

The Hon. John Verkamp
Arizona State Senator
State Capitol, Senate Wing

Ms. Janice Washington
President
J.C. Washington, C.P.A.

Dr. Vivienne Williams
Banner Health System



Cost Effectiveness Statewide

Resource Allocation and Effectiveness

The WIA Title IB allocation formula for adults and youth depends primarily on unemployment data. Two-thirds of the formula is based on excess unemployment¹ and “areas of substantial unemployment.”² The Governor’s Council on Workforce Policy approved the distribution formula for WIA adult and youth funds in June 2000, for both PY2000 and PY2001. The Council voted to use a discretionary formula and allocate 70 percent of the adult and youth funds based on three factors weighted equally: relative number of unemployed individuals in areas of substantial unemployment, excess number of unemployed individuals, and number of economically disadvantaged. The “hold harmless” provision³ as authorized in the WIA was applied as necessary. The remaining 30 percent of the funds were based on the economic disadvantage factor.⁴ This approach tended to make funding levels more equitable among urban and rural areas.

Dislocated worker funds were distributed through a weighted four-part formula, which was changed for PY2001. Applying the formula factor weights approved for PY2000 caused significant shifts in funds away from urban areas where the state saw major increases in lay-off activity to rural areas with less activity and significant balances of unspent funds. As a result, the Governor’s Council approved the following factor weights: declining industries was the most important factor (80%), followed by plant closing/layoffs (10%), unemployment concentrations (5%), and long-term unemployed (5%).



Table 1: Cost Per Participant

Average cost per participant for the three population groups (adults, dislocated workers and youth.)

Cost Efficiency Analysis	Cost Per Participant
Overall, All Program Strategies*	\$1,943
Adult Program	\$1,864
Dislocated Worker Program	\$1,405
Youth Program	\$2,548
*Overall includes Administration Expenses	

¹Excess unemployment is defined as the number of unemployed individuals that represents the higher of: 1) 4.5 percent of the civilian labor force in the state, or 2) 4.5 percent of the civilian labor force in areas of substantial unemployment in the state.

²The term “area of substantial unemployment” means any area...that has an average rate of unemployment of at least 6.5 percent for the most recent 12 months.

³When applying the “hold harmless” provision, a local area must not receive an allocation amount for a fiscal year that is less than 90 percent of the average allocation of the local area for the two preceding fiscal years.

⁴70 percent of the lower living standard income level

Table 2: Operating Results – Fiscal

Total funds available, including PY01 allocations and carry in funds from previous program years and expenditures.

Operating Results				
	Available	Expended	% Spent	Balance Remaining
Total All Funds Sources	\$82,051,681	\$55,886,566	68.11%	\$26,165,115
Adult Program Funds	\$12,401,296	\$10,306,974	83.11%	\$2,094,322
Carry in Monies	\$4,262,542	\$4,262,542	100.00%	\$0
Dislocated Worker Funds	\$6,298,021	\$4,223,824	67.07%	\$2,074,197
Carry in Monies	\$2,481,232	\$2,481,232	100.00%	\$0
Youth Program Funds	\$13,773,731	\$9,415,121	68.36%	\$4,358,610
Carry in Monies	\$3,938,717	\$3,938,717	100.00%	\$0
Local Admin Funds	\$3,495,323	\$1,838,443	52.60%	\$1,656,880
Carry in Monies	\$756,952	\$756,952	100.00%	\$0
Rapid Response Funds	\$2,812,067	\$494,137	17.57%	\$2,317,930
Carry in Monies	\$2,283,090	\$2,061,684	90.30%	\$221,406
Statewide Activity Funds	\$7,000,123	\$2,371,793	33.88%	\$4,628,330
Carry in Monies	\$4,774,856	\$2,302,312	48.22%	\$2,472,544

Table 3: Participation Level

Total number of individuals served during PY01.

Category	Total Participants Served	Total Exiters
Adults	7,813	4,005
Dislocated Workers	4,771	1,885
Older Youth	887	347
Younger Youth	4,353	1,466

Programs Serving Adults

Through local one-stop offices that are a part of Arizona's Workforce Connection, adults can access a continuum of services organized into three levels. **Core services** are available to all individuals age 18 years and older and include job search and placement assistance, access to information relating to local occupations in demand and earnings, an initial assessment of skills levels, and information on supportive services.

Priority for **intensive services** and **training services** must be given to recipients of public assistance and other low-income individuals where WIA funds are considered limited. Employed and unemployed adults may also be served if they are in need of services to obtain or retain employment that allows for self-sufficiency. Each local workforce investment area defines self-sufficiency requirements, based on such economic factors as prevailing wages and unemployment rates. Intensive services can include literacy activities, a comprehensive assessment, counseling and career planning, and short-term services to enhance skills.

For adults unable to obtain employment through **intensive services**, they may receive **training services** linked to employment opportunities in their community or in another community to which the individual is willing to relocate. **Training services** include occupational skills training, on-the-job training, and customized training conducted in coordination with an employer. **Training services** must be provided in a manner that maximizes choice to the consumer.

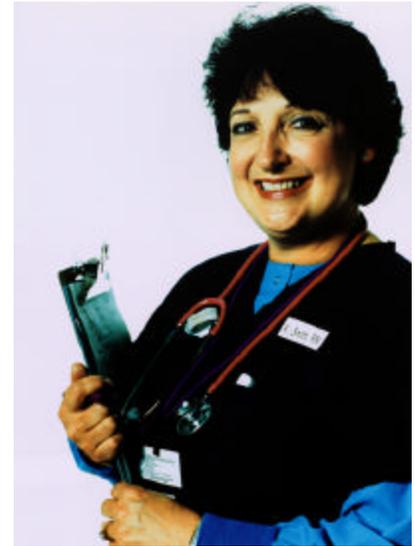


Table 4: Adult Program Results At-A-Glance

The negotiated performance levels are performance expectations agreed upon by the state and the US Department of Labor. They serve as the baseline for measuring success.

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	65%	75.0%	1,627
			2,168
Employment Retention Rate	79%	80.6%	1,594
			1,978
Earnings Change in Six Months	\$2,918	\$1,854	\$3,414,111
			1,841
Employment and Credential Rate	46%	57.0%	399
			700

Table 5: Outcomes for Adult Special Populations

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals with Disabilities		Older Individuals (aged 55+)	
	Entered Employment Rate	64.0%	155 242	75.0%	117 156	61.0%	94 154	72.3%
Employment Retention Rate	77.3%	136 176	79.1%	106 134	68.6%	81 118	81.4%	118 145
Earnings Change in Six Months	\$2,221	\$359,854 162	\$472	\$60,863 129	\$1,265	\$135,387 107	\$412	\$51,882 126
Employment And Credential Rate	63.4%	71 112	59.6%	28 47	64.4%	29 45	53.2%	25 47

Table 6: Other Outcome Information for the Adult Program

Reported Information	Individuals Who Received Training Service		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate	76.9%	433	74.4%	1,194
		563		1,605
Employment Retention Rate	79.9%	445	80.9%	1,149
		557		1,421
Earnings Change in Six Months	\$2,370	\$1,204,001	\$1,658	\$2,210,110
		508		1,333

Success Serving Adults

When **Fred** came to Cochise County Workforce Development, (CCWD) he had recently spent an extended amount of time in substance abuse rehabilitation. He had no transportation, or means of support, and lived in a cave. Fred spent time exploring careers, and decided to focus on working with computers. He chose training in Tucson, to earn A+ and Network+ certification. While in training, he was able to get housing through the Jackson Employment Center. Within a month of entering training, Fred was employed by a Microsoft call center, as a Computer Support Technician. With the assistance from CCWD, Fred is employed, owns a car and a cell phone, and is no longer homeless.

Wes came into the La Paz Career Center in November of 2000, and met with staff members to discuss his needs of employment. They helped him get on the Internet to do his job search. He found some openings and updated his resume with the staff's help. He contacted Peri Formwork System, Inc., the largest concrete firm in the world and soon started a new job at triple his previous salary with full benefits. He received \$2500 for moving expenses to Florida and assistance in locating a place to live. He started with 6 weeks training in Baltimore, and then went to Germany for an additional 4 weeks training.

Cindy, a single mother of a physically handicapped daughter and two other children with learning disabilities volunteered at a local non-profit agency through the JOBS program. They referred her to the Coconino County Career Center where she was set up in a subsidized work experience at that same agency. In addition, she was enrolled in some entry-level computer courses, the Success Skills workshops, and given coaching from staff on managing her time more effectively, and devising methods to access community support resources. She moved into an On the Job Training position subsidized by the Career Center. Now Cindy efficiently manages the front office and successfully balances full time work with mothering.

This adult participant graduated from high school, received a welding certificate from Central Arizona College, and worked for Broken Hills Property Copper in San Manuel as an underground miner. In the fall of 1999, he enrolled into the Gila/Pinal JTPA Adult Program in order to further his education and look for a career change. In June of 2001, he received both AA and AS degrees in Education at CAC having maintained an "A" average and attaining Dean's List honors. That summer, he began a Work Experience with Central Arizona Association of Governments as an MIS Tech. In September, he was offered a full-time position as a Case Manager and is currently the Training Manager in the Superior One-Stop Center.

T. is a success story from PHASE (Project for Homemakers in Arizona Seeking Employment). She is a displaced homemaker with an incarcerated husband and two daughters under the age of five, and is herself an ex-offender. She was unemployed when she entered the Pima County program and had a poor work history. She had childcare, family and financial issues to resolve. T. decided to become a truck driver since she was familiar with the trucking industry via her brother's family business, and her mother had also worked as a truck driver. She earned her Commercial Driver's License (CDL) on August 23, 2002 from Southwest Truck Driver Training. She has since been employed by Dusty Duds Excavating as a driver at an entry-level wage of \$10.00 per hour and was certified in a PHASE Flagging Workshop on Sept. 28 to perform flagging duties on construction jobs.

Success Serving Adults

Priscilla, who had only an 8th grade education, had been busy raising her children for six years when she decided she wanted to make a contribution to help people and to be a better role model for her kids. She came to Yuma Private Industry Council for assistance. Priscilla spent three very committed months in the GED Preparation program so that she would be able to obtain her certificate. Her YPIC Instructor, Alicia Huizar, describes Priscilla as goal-oriented and determined. Following her GED certificate, Priscilla began YPIC's customized training for Teacher's Assistants, and her Case Manager, Hilda immediately recognized this young woman's drive and determination. Priscilla accomplished both her educational goal and her occupational goal in just over six months, and she even earned 9 college credits toward her Child Development Associate degree in the process. She is now employed at WACOG Headstart and she is busy making that contribution she so desired.

Connie is a dedicated mother who shares income responsibilities for her large family with her husband. Having been laid off her part-time position as a cafeteria worker at our local community college, she visited our EWD office for assistance with job procurement. Connie had married at a young age and subsequently dropped out of high school in order to raise a family. She discovered through the course of time, that her decision to drop out of school had unfortunate consequences to her employability and her sense of self worth. As a result of Connie's participation in the Yavapai County WIA programs, she achieved her general equivalency diploma, and with the assistance of her case manager, was able to secure an on-the-job training as a back-office medical clerk. Her confidence in her own self-worth has soared, and she is thrilled with the opportunity to gain instruction in a career that is a key component in a medical office setting, with the promise of a secure future at a competitive and viable wage.

It has been well documented that there is a 16% shortage of Nurses in Arizona, compared to 11% nationwide. Eastern Arizona College offers an AAS Degree in Nursing. Graham County fully supports the program and provides services to the Nursing Students including assessment, needs related payments, uniforms and supplies, tuition, books and travel allowances while attending clinical training at out-of-town hospitals. Thirteen of the twenty graduates exiting the Eastern Arizona College Nursing Program with AAS Degrees were WIA Participants. All of the graduates passed the State Licensing Exam to become Registered Nurses and are currently working in hospitals throughout the State at an average wage of \$17.50 per hour. Six of the thirteen WIA graduates are working at the local hospital, Mt. Graham Regional Medical Center. The Graham County WIA Program believes that this is one of best services it offers to the community in terms of providing necessary training for jobs that are available locally, statewide and nationwide. Eastern Arizona College is planning to double the enrollment level for the coming year and depending on the availability of funds, Graham County also hopes to assist in recruiting for this program.

Multiple tragedies have rocked the life of **Patricia**, a stay-at-home Mom, who suffered two major losses in her life and became responsible for raising her teenage daughter alone. She was unable to find employment because she lacked work experience. But rather than focus on the bleak future, Patricia found the strength to seek help. She was placed in a work experience position as a Newspaper in Education Assistant at The Sun newspaper. During her work experience program, Patricia was occasionally asked to cover the switchboard at the newspaper office – a switchboard notorious for inducing enough stress to send the operator screaming through the hallways. But Patricia's supervisor, Karen, noticed that the hectic switchboard duty didn't seem to faze Patricia. Her experience in raising a family had expertly trained Patricia in the art of multi-tasking, and she was able to handle any customer in a courteous and professional manner. The Sun quickly put Patricia into this position permanently. When grief, tragedy, and inexperience could have overwhelmed her life, Patricia displayed strength of character. Her Case Manager, Cindy, says she greatly admires Patricia's determination and courage.

Programs Serving Dislocated Workers

In order to assist individuals who have lost their jobs through no fault of their own, local one-stop offices in the Arizona Workforce Connection provide re-employment and training services. Because many of these individuals are unemployed or have received a notice that they will be unemployed as a result of mass lay-offs and plant closings, state and local teams react quickly in order to ensure that the affected workers are informed of the services available to them. The first responsibility of these rapid response teams is to provide information and access to services to allow the workers to transition to new employment as quickly as possible. This includes access to all three levels of services as described under the Adult Programs section.

During PY01, there were 171 mass lay-off events in Arizona, with 17,178 individuals filing initial unemployment insurance claims. This is a 46% increase in mass lay-off and a 35% increase in initial claims over PY00.

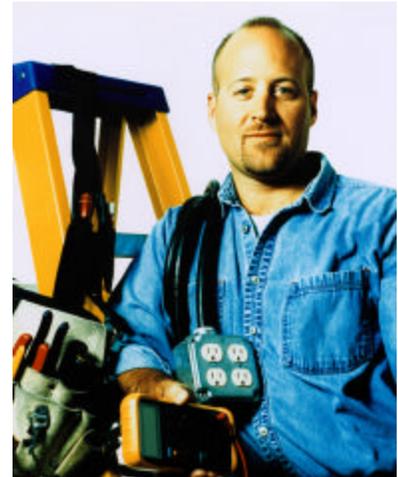


Table 7: Dislocated Worker Program Results At-a-Glance

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	78%	86.8%	1,097
			1,264
Employment Retention Rate	88%	85.1%	933
			1,097
Earnings Replacement in Six Months	91%	85.9%	\$10,186,267
			\$11,855,519
Employment and Credential Rate	46%	64.2%	426
			664

Table 8: Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals with Disabilities		Older Individuals (aged 55+)		Displaced Homemakers	
Entered Employment Rate	87.5%	119	85.4%	35	82.7%	153	76.2%	16
		136		41		185		21
Employment Retention Rate	84.0%	100	80.0%	28	75.8%	116	81.3%	13
		119		35		153		16
Earnings Change in Six Months	81.5%	\$1,301,895	69%	\$265,922	67.2%	\$1,266,934	110.0%	\$115,057
		\$1,598,206		\$384,935		\$1,884,376		\$104,581
Employment And Credential Rate	57.1%	44	63.2%	12	62.8%	54	53.8%	7
		77		19		86		13

Table 9: Other Outcome Information for Dislocated Worker Program

	Individuals Who Received Training Service		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate	87.2%	579	86.3%	518
		664		600
Employment Retention Rate	85.1%	493	84.9%	440
		579		518
Earnings Change in Six Months	88.4%	\$5,528,215	83.1%	\$4,658,052
		\$6,252,585		\$5,602,934

Success Serving Dislocated Workers

One dislocated worker was a track repairman for Arizona Eastern Railroad enrolled in the REPAC Dislocated Worker Program in August 2001. Although undecided about his future he did extensive research and decided on the medical field. For eight months, he drove to Phoenix from Globe every day to attend class, was the sole support of his family and sustained a 4.0 grade point average throughout his program without missing any classes. He received his Physical Therapy Technician Certificate on June 1, 2002, was acknowledged for his scholastic achievements and obtained full-time employment at the local rehabilitation center. He is very excited and absolutely loves the challenges and satisfaction that his new career has brought him.

J., a manufacturing production coordinator with Honeywell in Oro Valley, was laid off after 17 years. She attended a rapid response workshop, registered for the Pima County WIA program, was assessed and decided to re-train as a Professional Medical Coding Specialist. She completed the Professional Medical Coding Specialist training in just six months at Pima Community College's Center for Training and Development, and was immediately hired by Northwest Medical Center as a Central Scheduler. She took the national AHIMA CCS-P exam in June 2002, passed it, applied for and got a Coordinator position to run the National Association of Senior Friends chapter at Northwest Medical Center. She has found her niche in a stable new career, earning a much higher income than she was at the time of dislocation.

Jennifer had been employed in the child development field and was unemployed for nearly 10 months, but what she really wanted in a job was a change in careers. Jennifer possessed some occupational skills because she'd helped in a family business, but she lacked the formal training to change careers. At Arizona Western College she was enrolled in the Medical Front Office training program where she approached her education with enthusiasm and strong commitment. At the completion of her training, Jennifer had only one day to wait for that career change. The following day, Jennifer started in her new position as receptionist in Dr. Patrick Farrell's Office in the Foothills.

After 13 years of employment, **Roy** was laid off from a mining company. As you can well imagine, starting over was a very depressing prospect to Roy. He came to YPIC without education but with plenty of work experience. He was enrolled into GED preparation, and shortly afterward successfully obtained his certificate. Roy was extremely determined to gain employment, and he was seriously focused on being a positive example to his son whom he'd been raising alone. Roy went on numerous interviews, even as far away as Scottsdale, and was eventually hired by Seller's Crane Service. Now, Roy's new employer is benefiting from the years of experience Roy spent as a responsible, committed, thorough, and prompt employee. They are glad to have him, and Case Manager, Leticia, has enjoyed seeing Roy attain his career advancement and educational goals.

Programs Serving Youth

One of the guiding principles upon which the Workforce Investment Act (WIA) was written includes *improved youth programs*. Rather than supporting separate, categorical programs, youth programs encompass the provision of a broad range of coordinated services. Under the leadership of the Youth Council, local workforce investment areas are given greater flexibility in designing local youth programs that address opportunities for assistance in academic and occupational learning, development of leadership skills, and preparation for further training and education.

Youth ages 14-21, whether in school or out of school, can learn and acquire skills, establish

career and educational goals, and can benefit from peer-centered activities to encourage responsibility and other positive social behaviors. Individualized assessments allow youth opportunities to be more closely linked with local labor market needs and community youth programs and services.

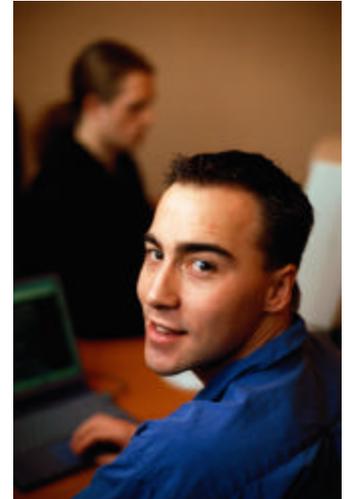


Table 10: Older Youth Results At-A-Glance (Aged 19-21)

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	56%	66.3%	183 276
Employment Retention Rate	77%	79.3%	172 217
Earnings Change in Six Months	\$2,382	\$2,437	\$492,308 202
Credential Rate	38%	41.9%	140 334

Table 11: Outcomes for Older Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
Entered Employment Rate	62.7%	32	0.0%	0	46.2%	6	74.6%	126
		51		0		13		169
Employment Retention Rate	82.4%	28	0.0%	0	88.9%	8	79.1%	117
		34		1		9		148
Earnings Change in Six Months	\$1,978	\$61,312	-\$1,384	-\$1,384	\$1,885	\$15,082	\$2,634	\$360,880
		31		1		8		137
Employment And Credential Rate	40.0%	22	0.0%	0	25.0%	4	47.3%	97
		55		1		16		205

Table 12: Younger Youth Results At-A-Glance (aged 14-18)

	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	62%	84.7%	3,182 3,755
Diploma or equivalent Attainment Rate	47%	44.1%	237 538
Retention Rate	53%	43.2%	197 456

Table 13: Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance Recipients		Individuals with Disabilities		Out-of-School Youth	
Skill Attainment Rate	75.4%	258	89.1%	539	69.1%	141
		342		605		204
Diploma or equivalent Attainment Rate	45.6%	41	68.3%	43	11.4%	5
		90		63		44
Retention Rate	31.6%	24	37.5%	18	41.2%	47
		76		48		114

Success Serving Youth

An at-risk Native American youth who came to the Coconino County Career Center looking for work, was placed in employment in the County's Information Systems Department after an assessment indicated his aptitude for and interest in computers. Over a two-year period, with advice and support from the Career Center staff, the youth's self-confidence and commitment to school and work grew along with his computer skills. Ultimately, he was accepted to Northern Arizona University in 2001 where he plans to major in computer science.

A youth participant entered into the Gila/Pinal WIA Youth Program in September 2000, having graduated from high school, but was unable to find work. She lived with her parents at the time and was receiving food stamps. Having identified the youth's desire to become a dental assistant, her case manager assisted in enrolling her in the Dental Assistant Program at Pima Medical Institute. In August 2001, the youth received her Dental Assistant Certificate, maintaining a G.P.A. of 4.0 throughout her training while also participating in a work experience as a Lab Assistant at the University of Arizona. She is now employed at Tanque Verde Dental in Tucson earning \$9.00 per hour.

Shelly came into our Yavapai County program as a summer youth participant and was employed with the Chamber of Commerce. Her new duties included assisting with publication of the monthly newsletter, obtaining raffle donations for monthly "mixers," along with answering phones and assisting visitors. She was offered a permanent position with the Chamber because of her enthusiasm and energy. She has remained in school with above average grades.

Armed with an aptitude for fixing things, Andres was placed in a work experience at an auto repair shop by Yuma County's youth program. He had to rely on public transportation to get to work, which called for Andres to be picked up at 4:30 a.m. and which put him at the repair shop two hours before it opened each day. With much encouragement and ongoing supportive services through the youth program, Andres completed his work experience as a basic automotive mechanic. His initiative to learn new skills, a positive attitude, and the ambition to succeed earned him a permanent position and a promotion to Line Technician at the repair shop. Andres continues his hard work and his determination shows. Barry King, owner of the repair shop, commented that he'd like to clone at least five workers like Andres.

A 17 year-old whose father had killed her mother and then himself, lived with her older sister until she could no longer keep up the payments on the family home. The youth moved into a hotel with her boyfriend and was referred by her alternative high school to the Pima County WIA Youth Program for employment help. She was placed in an after-school work experience as a receptionist with another youth program, where she also participated in the organization's youth peer support network. She was in constant contact with her case manager and received help obtaining public health insurance, pregnancy prevention services, clothing assistance, and grooming packs. Following high school graduation, her employer hired her as a student liaison in its Mentorship Program at \$6.50 per hour. Her case manager assisted her in applying for a PELL grant and enrolling at Pima Community College. Her employer awarded her a \$1,000 college scholarship.

In the spring of 2001 after an unsuccessful job search, a 20-year-old single mother of two was enrolled in the Pima County WIA Youth Program, having heard about the program through the Tucson Urban League (TUL). Academic assessment of her reading skills by program staff indicated a sixth grade reading level. She was enrolled in a paid work experience at a nonprofit agency to build her clerical skills, along with classes in basic remedial reading and language. She also received childcare support, bus passes, and clothing vouchers through the youth program. After seven weeks, the nonprofit agency offered her unsubsidized employment. She is currently earning \$9.00 per hour, has moved with her children to a new apartment and has plans to enroll in the local community college to major in social work.

Strategic Partnerships

Collaboration is at the heart of the system-building achievements and continued development of the One-Stop system in Arizona. In PY 2001, amid significant challenges involving integration of partner services, data tracking and reporting, and broadening relationships with employers and faith-based organizations, the state's Local Workforce Investment Areas engaged in the kind of substantive strategic planning and partnership development critical to meaningful performance achievement.



The information presented in the following pages highlight those collaborative efforts among our Local Workforce Investment Boards, One-Stop partner agencies, and other community organizations that have continued to build upon a progressive vision of service delivery which encompasses:

- Cooperation among workforce professionals
- Customer satisfaction among the program participants and the business community
- Leadership responsive to the many challenges unique to Arizona's Local Workforce Investment Areas

PHOENIX WORKFORCE CONNECTION

Bridging the skills gap, strengthening economic and workforce partnerships, and developing the skills of One-Stop professionals were the primary focus of three initiatives undertaken by the Phoenix Workforce Connection (PWC) Board. The PWC and all of the mandated One-Stop partners, as well as other public and private organizations and agencies, were involved in providing direction and/or participated in the development of the following PWC initiatives:

More than twenty private and public partners participated in the development of two grant applications – one addressed worker skill shortages and the other addressed programmatic access for people with disabilities. The H-1B Grant proposal to fund skills upgrades in the workforce required the commitment of a 50% match from the awardee. Partners agreed to contribute portions of the match funds, and the City of Phoenix lead in writing the proposal submitted to the DOL in April 2002. Ultimately, a grant of \$1.7 Million was awarded. The Work Incentive Grant proposal for people with disabilities was submitted to the U.S. Department of Labor (DOL) and, as of this writing, is still pending.

The City's Community and Economic Development Department (CEDD) and the Workforce Connection Division (WCD) of the Human Services Department have always had an informal working relationship. However, a unified resolve to deliver services to employers in tandem was missing. To strengthen this relationship, management from both departments met to formalize an agreement and to develop an action plan. Several subsequent meetings were held, with discussions geared toward strengthening the existing partnership and preparing for plans for a WIA partners' retreat in Program Year 2002.

National Workforce Development Professional Certification (NWDP) of One-Stop staff became a One-Stop initiative. In May 2001, the City of Phoenix and the Maricopa County One-Stops, hosted a regional One-Stop conference, offering selected workshops that delineated the rigorous requirements of NWDP certification. In the succeeding months, staff were selected from each One-Stop to begin participation in the certification process.

PIMA COUNTY WORKFORCE INVESTMENT BOARD

Over an eight-month period, The Pima County Local Workforce Investment Board initiated development of a comprehensive workforce development plan involving over 250 people in numerous organizations. The plan focused on development of training in fast-growing industry sectors. Since significant job growth in the plastics industry was projected over the next two years and workforce shortages were a key concern, plans for a plastics training initiative were developed, with training to be provided within the Southern Arizona Institute of Advanced Technology (SAIAT).

The Pima County LWIB developed its plastics training initiative through the shared expertise, resources and vision of high-tech clusters, economic development organizations, the community college district, and the workforce system. With co-sponsorship from the SAIAT and strong support from the Plastics and Advanced Composite Materials industry cluster, Pima County was awarded a USDOL sectoral demonstration grant to support the initiative. In all, forty-two individuals either upgraded their skills or now have the entry-level skills for employment in the plastics industry. Through clearly-defined goals, regular communication among partners, ongoing participant tracking and feedback, and a clear understanding of customer needs, the Pima County LWIB successfully met employer needs and connected the right workers with the right employment opportunities.

COCHISE COUNTY WORKFORCE DEVELOPMENT, INC.

In Cochise County, the Young Offender Initiative was developed out of a need for agencies providing youth services, to develop a coordinated and formal plan for enhancing services to high-risk youth. Cochise County Workforce Development (CCWD) brought together representatives from the county's entire juvenile justice system, a local behavioral health provider (SEABHS), a local community group called GRAPE (Gang Reduction Awareness Prevention and Education), educators, and area faith-based organizations. The Youth Council was earmarked to provide oversight, and members became directly involved in the provision of services. Responsibilities of all parties were spelled out in Memorandums of Understanding. A system of referral and case management was developed among the different youth agencies. In addition, CCWD staff were slated to receive mental health, as well as drug and alcohol training from SEABHS personnel. A service matrix helped identify areas where services were lacking, and provided the basis for resource sharing and a decision to apply for a federal Young Offender Demonstration Grant. With a long-range implementation plan in place and benchmarks to track progress, the Youth Offender Initiative exemplifies the holistic approach to service delivery that characterizes successful programs for high-risk youth.

NAVAJO COUNTY CAREER DEVELOPMENT, INC.

One-Stop customer pre-applications and informational interviews indicated a significant interest in clerical and computer skills training, particularly among single mothers. The employer need for such training in the local area was supported by current occupations-in-demand statistics, as well as local entry-level employment openings posted with the state's Employment Security Administration. Navajo County Career Development (NCCD) set up a series of planning meetings that included NCCD One-Stop partners and directors of business and industry training at Northland Pioneer College. The mission of the partnership was two-fold: (1) to design quality training that would provide the target population, single parents, the education and supportive services needed in an atmosphere designed to address their special needs, and (2) to provide local employers with better qualified applicants to fill entry-level positions in clerical and computer positions.

The college supported NCCD's recommendation that classes offer multiple start dates and be designed based on graduated levels of difficulty. Training design included a dedicated classroom, intensive case management for trainees, weekly monitoring of progress by college staff, a paid internship component, and instructors representing fourteen different employers. Referrals to the program came from One-Stop partner agencies and as of this writing, eighteen students were enrolled in the program.

MARICOPA WORKFORCE CONNECTIONS MARICOPA COUNTY WORKFORCE DEVELOPMENT

The City of Phoenix is located within Maricopa County. The County and City LWIBs have recognized the value of joining together as workforce development partners to provide the best possible services to local customers. One primary customer group, employers, became the impetus for a joint initiative to increase awareness, participation, and the satisfaction of employers in the workforce development system. Maricopa County's Workforce Development Division (WDD) staff, along with peers from the City of Phoenix, Maricopa County Community College District, and the Arizona Department of Economic Security, have participated in a number of activities specifically intended to decrease duplication of services and present a unified front to the business community. Among these activities are:

- 1) The Employer Planning Team consisting of management level staff from each of the four entities, who plan overall coordination of services to employers
- 2) Joint Maricopa County and City of Phoenix committee meetings to develop joint marketing materials, organize an annual employer recognition event; implement a business satisfaction survey; and develop a soft skills assessment available to businesses
- 3) The Valley Employment Partnership (VEP) Job Fairs, a series of regional, low-cost recruitment venues. In PY 2001, the VEP sponsored its largest-ever job fair with 186 employers. The fair attracted over 16,000 job seekers
- 4) An employer recognition event, which acknowledges employers for their continued support of the workforce development system. This event presents one of the best opportunities for generating media publicity about the workforce investment system

YAVAPAI RESOURCE NETWORK NORTHERN ARIZONA COUNCIL OF GOVERNMENTS

In assisting their customers, WIA case managers often found that customer needs extended beyond what WIA program guidelines and budgets would allow. As a result, the Northern Arizona Council of Governments (WIA grant recipient for Yavapai County) developed an initiative to bring together numerous community and faith based organizations to promote a continuum of services through a cooperative network of providers. With endorsement from the LWIB and all WIA partner programs, NACOG moved forward to institute the Yavapai Resource Network. The network, which currently includes more than thirty-five social service agencies, is designed to function at the case-management level. It brings together case managers from each member organization bi-monthly in support of outreach strategies, coordination of services, cross-training, and continuous improvement in serving customers.

In PY 2001, the Yavapai Resource Network received national recognition from the Association of Economic Development Professionals for its efforts to provide a comprehensive mix of services to those in need.

YUMA PRIVATE INDUSTRY COUNCIL

Due to the seasonal nature of employment in Yuma County, the area is often faced with its highest unemployment rate between April and September each year, particularly among youth. The Yuma Private Industry Council (YPIC), in conjunction with the City of Yuma, developed an initiative to help a depressed neighborhood improve the socioeconomic conditions of its residents and restore the physical infrastructure. Among the goals identified by the initiative were several related to assisting area youth with employment, education, and training. With primary funding from the Governor's office and non-financial resources including strategic planning assistance from community organizations, financial institutions and other local businesses, a full range of services were made available to address the needs of neighborhood residents.

To date, the initiative's success is especially evident in the form of expanded youth employment and residents' participation in building trades apprenticeship programs, as well as enrollment in ESL, life skills, and college preparatory courses. Two-hundred forty youth have participated in the summer youth program and private investment in the area soared to over \$1.5 million in PY 2001.

SANTA CRUZ COUNTY WORKFORCE DEVELOPMENT

Carondelet's Holy Cross Hospital in Nogales had fifty-two open positions, but few applicants. This, coupled with an 18.6% unemployment rate, became the impetus for an examination of the skill sets of the current workforce by the Santa Cruz County LWIB. Along with City of Nogales, Santa Cruz County, and health care employer representatives, the LWIB began discussions to weigh the various options for addressing the skill shortage. Ultimately, with substantial help from the Mariposa Community Health Center, a solution evolved in the form of a 10-week Summer Youth Institute. The Institute focused on training youth for entry-level health care positions. It presented a vehicle to mitigate the loss of workers to other counties, especially youth, and it was the first program specifically intended to target unemployment in a particular industry cluster.

The Institute offered youth over 200 hours of health-care related instruction provided by professionals in the field. The Santa Cruz County One-Stop provided case management and paid the wages of youth participants, while Mariposa Community Health Center provided instructors and training materials. In its initial year of implementation, the Summer Youth Institute enrolled 29 students, with 28 successfully completing all course requirements.

Regional and Community Collaborations

The City of Phoenix Workforce Connection and the Maricopa Workforce Connection One-Stops partnered on an employment recruitment held on September 9-12, 2002 for the Westin Spa & Resort located in Phoenix. In preparation for opening the hotel in November 2002, over 2,950 job candidates were recruited and pre-screened by One Stop staff. Of the available 500 job openings, 447 openings were filled.

The Phoenix Workforce Connection and the Maricopa Workforce Connection One Stop's assisted Target in staffing a new Target Distribution Center located in the west valley. For three days in March 2002, One Stop staff worked hand-in-hand with Target staff to pre-screen over 2,000 job candidates. Of the available 750 job openings, 500 jobs were filled through these efforts.

COLLABORATIONS WITH COMMUNITY PARTNERS

MOHAVE COUNTY

In the spring of 2002, Mohave County Community Development Department, Workforce Development Division (WDD), entered into partnership with the Lake Havasu City Parks and Recreation Department to combine their summer youth programs. This prototype partnership provides work-readiness skills to youth as Recreational Aide Trainees with the Parks Department at supervised work sites, as well as academic skills assistance through Mohave's WDD. The partnership will continue into next spring with co-recruiting and cross-referrals. The joint venture will also be expanding to include a volunteer program and participation by other youth-based organizations. Hiring the "summer graduates" as part-time staff during the regular program year will also be integrated into plans toward the continued viability of this partnership.

YUMA COUNTY

In Yuma County, many outstanding employers have demonstrated a genuine interest in the success of those they hire and train. Yuma's One-Stop system has become the beneficiary of such interest. Through WIA services made available to Yuma's workforce and offered in concert with employer assistance, numerous successful business partnerships have evolved, as evidenced by some of those highlighted below:

The Hazlett Family, who own Donald's A/C and Heating, treat their trainees like "part of the family" in this family-owned business. Donald's A/C and Heating have trained nine people from Yuma's programs and have hired five for full-time employment. The Hazlett's have shown an exemplary commitment to training the workforce of Yuma County.

Shaw Diversified Services has multiple types of workforce needs. During 2001, Shaw hired 10 Yuma participants, and continues to interview on a quarterly basis for new employment opportunities. The company works with Yuma's case managers to hire workers with good potential, even though they have few skills and speak very limited English. Shaw provides trainees with safe, hands-on occupational training in addition to language training to help them succeed in the labor force.

Yuma Schools Transportation Department goes beyond the traditional definition of partner in its collaboration with Yuma County's WIA program. During more than 10 years of training school bus drivers, the transportation department has worked with Yuma County to develop and maintain the local area's most successful customized training program. The program's approach to training bus drives equates not only to skills acquisition, but to careers that lead to self-sufficiency and a pride in employment that is pervasive among participants.

Challenges, Successes and Plans for the Future

In PY 2001, Arizona has continued to streamline its employment and training activities, building upon strategic partnerships with the state's education and economic development sectors, as well as community-based organizations, to ensure a skilled workforce. This, coupled with local planning flexibility and targeted customer assistance programs, provided the impetus for enhancing service delivery, even amid uncertain economic times in the state. At a more fundamental level, the state Workforce Development Administration (WDA) has continued to enhance the provision of support to the state's 15 local workforce investment areas, facilitating sound decision-making, accountability, and realization of workforce solutions unique to each area.

Within this environment, WDA has continued to improve on the state's participant tracking system, building in necessary edit checks and reporting capabilities that support improved program management statewide. WDA has developed a Help Desk System which provides local areas with a dedicated phone line for reporting technical problems or questions related to the state's participant tracking system. Each call to the Help Desk is assigned a ticket number and a work unit within WDA responsible for furnishing a reply. Turnaround time for responses to each Help Desk ticket has averaged approximately one hour. Additionally, WDA has put its own web site into full production, providing local areas with guidance memorandums, reports, promising practices, and multiple links to additional web sites focused on continuous improvement.

The administration's assistance plan continues to place priority on targeted training and technical assistance, developed through annual, in-person surveys conducted with board members, program directors, and One-Stop staff at all levels.

Amidst the successes WDA has realized in the past program year, there is a heightened awareness of challenges yet to be addressed, to deliver on the promise of workforce development inherent in WIA:

- Support of local initiatives through greater advocacy at the federal level.
- Assist local workforce areas in fulfilling their oversight responsibilities relative to subcontractors of WIA Title IB services, as well as provision of more definitive monitoring procedures and techniques.
- Ensure appropriate development of Memorandums of Understanding (MOUs) among One-Stop system agencies to facilitate local board recertification and integration of services that promote workforce solutions for the benefit of WIA participants and the business community alike.
- Continue advocating for broader training choices for WIA participants and more streamlined reporting of performance by state training providers.
- Build upon the previous year's accomplishments in improving tracking and reporting of WIA participant activity through the state's participant tracking system.
- Continue developing outreach strategies that target youth populations, particularly out-of-school youth.
- Work closely with the USDOL and stakeholders as WIA re-authorization approaches, to align future planning with the integration of services and performance accountability that re-authorization entails.

Evaluation of Workforce Investment Activities

During PY2001, the Arizona Workforce Development Administration developed a strategy to assist in the evaluation of Workforce Investment Activities statewide. Part of this strategy was to institute a comprehensive Training and Technical Assistance Plan that would establish the groundwork for building staff capacity, broadening information resources and improving performance outcomes at the state and local levels.

Arizona contracted with a consultant to design the Training and Technical Assistance Plan and to conduct related surveys. This Plan established a training and technical assistance process that gathers information from the fifteen Local Workforce Investment Boards. Information collected is used to develop general and specific training topics presented at local technical assistance seminars, regional training sessions and statewide WIA conferences.

This process has allowed Arizona to better identify and prioritize specific areas that require assistance. For example, Memorandums of Understanding (MOU's) and associated Cost Allocation plans were identified as an area of concern and a top priority. Given this, training was then scheduled with the associated One-Stop partners.

Arizona will continue to explore new opportunities to enhance evaluation processes within the State.



Attachments

Table A: Workforce Investment Act Customer Satisfaction Results

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level American Customer Satisfaction Index	Number of Completed Surveys	Number of Customers Eligible for the Survey	Number of Customers Included in the Sample	Response Rate
Participants	68%	72.10	245	828	828	30%
Employers	66%	73.35	242	429	429	56%

Table B: Adult Program Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	65%	75.0%	1,627
			2,168
Employment Retention Rate	79%	80.6%	1,594
			1,978
Earnings Change in Six Months	\$2,918	\$1,854	\$3,414,111
			1,841
Employment and Credential Rate	46%	57.0%	399
			700

Table C: Outcomes for Adult Special Populations

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services	Veterans	Individuals with Disabilities	Older Individuals (Age 55 or older)
Entered Employment Rate	64.0%	75.0%	61.0%	72.3%
	155 242	117 156	94 154	125 173
Employment Retention Rate	77.3%	79.1%	68.6%	81.4%
	136 176	106 134	81 118	118 145
Earnings Change in Six Months	\$2,221	\$472	\$1,265	\$412
	\$359,854 162	\$60,863 129	\$135,387 107	\$51,882 126
Employment And Credential Rate	63.4%	59.6%	64.4%	53.2%
	71 112	28 47	29 45	25 47

Table D: Other Outcome Information for the Adult Program

Reported Information	Individuals Who Received Training Service	Individuals Who Received Only Core and Intensive Services
Entered Employment Rate	76.9%	74.4%
	433 563	1,194 1,605
Employment Retention Rate	79.9%	80.9%
	445 557	1,149 1,421
Earnings Change in Six Months	\$2,370	\$1,658
	\$1,204,001 508	\$2,210,110 1,333

Table E: Dislocated Worker Program Results At-a-Glance

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	78%	86.8%	1,097
			1,264
Employment Retention Rate	88%	85.1%	933
			1,097
Earnings Change in Six Months	91%	85.9%	\$10,186,267
			\$11,855,519
Employment and Credential Rate	46%	64.2%	426
			664

Table F: Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	87.5%	119	85.4%	35	82.7%	153	76.2%	16
		136		41		185		21
Employment Retention Rate	84.0%	100	80.0%	28	75.8%	116	81.3%	13
		119		35		153		16
Earnings Change in Six Months	81.5%	\$1,301,895	69%	\$265,922	67.2%	\$1,266,934	110.0%	\$115,057
		\$1,598,206		\$384,935		\$1,884,376		\$104,581
Employment And Credential Rate	57.1%	44	63.2%	12	62.8%	54	53.8%	7
		77		19		86		13

Table G: Other Outcome Information for Dislocated Worker Program

Reported Information	Individuals Who Received Training Service		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate	87.2%	579	86.3%	518
		664		600
Employment Retention Rate	85.1%	493	84.9%	440
		579		518
Earnings Change in Six Months	88.4%	\$5,528,215	83.1%	\$4,658,052
		\$6,252,585		\$5,602,934

Table H: Older Youth Results At-a-Glance

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	56%	66.3%	183
			276
Employment Retention Rate	77%	79.3%	172
			217
Earnings Change in Six Months	\$2,382	\$2,457	\$496,404
			202
Credential Rate	38%	41.9%	140
			334

Table I: Outcomes for Older Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
	Entered Employment Rate	62.7%	32 51	0.0%	0 1	46.2%	6 13	74.6%
Employment Retention Rate	82.4%	28 34	0.0%	0 1	88.9%	8 9	79.1%	117 148
Earnings Change in Six Months	\$2,138	\$66,278 31	-\$1,384	-\$1,384 1	\$1,885	\$15,082 8	\$2,664	\$364,976 137
Employment And Credential Rate	40.0%	22 55	0.0%	0 1	25.0%	4 16	47.3%	97 205

Table J: Younger Youth Results At-a-Glance

	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	62%	84.7%	3,182 3,755
Diploma or equivalent Attainment Rate	47%	46.2%	245 530
Retention Rate	53%	43.1%	196 455

Table K: Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance Recipients		Individuals with Disabilities		Out-of-School Youth	
	Skill Attainment Rate	75.4%	258 342	89.1%	539 605	69.1%
Diploma or equivalent Attainment Rate	47.2%	42 89	71.0%	44 62	11.4%	5 44
Retention Rate	30.7%	23 75	37.5%	18 48	41.2%	47 114

Table L: Other Reported Information

	12 Month Employment Retention Rate		12 Month Earnings Change (Adults and Older Youth) or 12 Month Earnings Replacement (Dislocated Workers)		Placements for Participants in Nontraditional Employment		Wages at Entry Into Employment for those Individuals Who Entered Unsubsidized Employment		Entry into Unsubsidized Employment Related to the Training Received of those who Completed Training Services	
	Adults	73.1%	906 1,240	\$3,201	\$3,812,350 1,191	1.78%	29 1,627	\$3,805	\$5,871,809 1,543	41.69%
Dislocated Workers	82.5%	851 1,032	92.8%	\$10,791,806 \$11,629,761	1.37%	15 1,097	\$5,439	\$5,509,920 1,013	37.15%	198 533
Older Youth	70.8%	206 291	\$3,545	\$989,045 279	0.00%	0 183	\$2,399	\$415,076 173		

Table M: Participation Level

	Total Participants Served	Total Exiters
Adults	7,813	4,005
Dislocated Workers	4,701	1,878
Older Youth	887	347
Younger Youth	4,354	1,466

Table N: Cost of Program Activities

Program Activity		Total Federal Spending
Local Adults		\$14,569,516
Local Dislocated Workers		\$6,705,056
Local Youth		\$13,353,838
Rapid Response (up to 25%) §134 (a) (2) (A)		\$2,555,821
Statewide Required Activities (up to 15%) §134 (a) (2) (B)		\$4,674,105
Statewide Allowable Activities §134 (a) (3)	Program Activity Description	
	Eligible Training Provider List	\$62,479
	Incentive Funds	\$0
	Technical Assistance and Capacity Building	\$270,579
	Labor Market Information	\$44,401
	High Concentrations of Eligible Youth	\$16,070
	Displaced Homemaker	\$0
Statewide Information Technology System	\$0	
Total of All Federal Spending Listed Above		\$42,251,865

Table O: - Local Performance (By Individual Local Workforce Investment Area)

Local Area Name	Total Participants Served	Adults	202
		Dislocated Workers	82
COCHISE COUNTY	Total Participants Served	Older Youth	45
		Younger Youth	157
		Adults	68
		Dislocated Workers	20
ETA Assigned # <u>4005</u>	Total Exitters	Older Youth	10
		Younger Youth	49
		Negotiated Performance Level	Actual Performance Level
		Customer Satisfaction	Program Participants
Entered Employment Rate	Employers		
	Adults	62%	77.4%
	Dislocated Workers	79%	85.2%
	Older Youth	66%	80.0%
Retention Rate	Adults	78%	79.7%
	Dislocated Workers	86%	82.6%
	Older Youth	74%	87.5%
	Younger Youth	48%	88.9%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,045	\$4,446
	Dislocated Workers	97%	167.7%
	Older Youth	\$2,625	\$4,928
Credential/Diploma Rate	Adults	45%	75.4%
	Dislocated Workers	47%	65.2%
	Older Youth	39%	60.0%
	Younger Youth	54%	85.7%
Skill Attainment Rate	Younger Youth	63%	96.7%
Other State Indicators of Performance		N/A	
Overall Status of Local Performance		Not Met	Met
		0	1
		Exceed	
		14	

Local Area Name GILA/PINAL COUNTIES	Total Participants Served	Adults	219
		Dislocated Workers	374
		Older Youth	63
		Younger Youth	161
ETA Assigned # 4010	Total Exiters	Adults	85
		Dislocated Workers	165
		Older Youth	23
		Younger Youth	73
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rate	Adults	61%	74.4%
	Dislocated Workers	83%	93.3%
	Older Youth	53%	59.4%
Retention Rate	Adults	83%	77.3%
	Dislocated Workers	95%	87.1%
	Older Youth	82%	80.0%
	Younger Youth	54%	70.4%
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,730	\$2,527
	Dislocated Workers	92%	77.5%
	Older Youth	\$2,835	\$2,291
Credential/Diploma Rate	Adults	45%	42.5%
	Dislocated Workers	47%	77.8%
	Older Youth	39%	13.9%
	Younger Youth	48%	72.7%
Skill Attainment Rate	Younger Youth	63%	85.3%
Other State Indicators of Performance		N/A	
Overall Status of Local Performance		Not Met	Met
		1	7
			7

Local Area Name GRAHAM COUNTY	Total Participants Served	Adults	73
		Dislocated Workers	52
		Older Youth	46
		Younger Youth	58
ETA Assigned # 4015	Total Exitors	Adults	30
		Dislocated Workers	7
		Older Youth	22
		Younger Youth	8
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rate	Adults	53%	69.2%
	Dislocated Workers	79%	100.0%
	Older Youth	43%	50.0%
Retention Rate	Adults	70%	84.6%
	Dislocated Workers	71%	100.0%
	Older Youth	66%	87.5%
	Younger Youth	54%	66.7%
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,940	\$5,503
	Dislocated Workers	97%	2448.1%
	Older Youth	\$2,100	\$3,223
Credential/Diploma Rate	Adults	45%	58.8%
	Dislocated Workers	47%	66.7%
	Older Youth	39%	42.9%
	Younger Youth	48%	33.3%
Skill Attainment Rate	Younger Youth	63%	98.6%
Other State Indicators of Performance		N/A	
Overall Status of Local Performance		Not Met	Met
		1	0
			14

Local Area Name GREENLEE COUNTY	Total Participants Served	Adults	7
		Dislocated Workers	24
		Older Youth	4
		Younger Youth	7
ETA Assigned # 4020	Total Exiters	Adults	1
		Dislocated Workers	5
		Older Youth	0
		Younger Youth	2
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rate	Adults	53%	0.0%
	Dislocated Workers	63%	80.0%
	Older Youth	53%	0.0%
Retention Rate	Adults	53%	0.0%
	Dislocated Workers	63%	75.0%
	Older Youth	53%	0.0%
	Younger Youth	50%	0.0%
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,100	\$0
	Dislocated Workers	74%	163.7%
	Older Youth	\$1,995	\$0
Credential/Diploma Rate	Adults	42%	0.0%
	Dislocated Workers	42%	0.0%
	Older Youth	36%	0.0%
	Younger Youth	42%	0.0%
Skill Attainment Rate	Younger Youth	58%	100.0%
Other State Indicators of Performance		N/A	
Overall Status of Local Performance		Not Met	Met
		11	0
			4

Local Area Name CITY OF PHOENIX	Total Participants Served	Adults	1,770
		Dislocated Workers	1,152
		Older Youth	88
		Younger Youth	485
ETA Assigned # 4025	Total Exiters	Adults	769
		Dislocated Workers	433
		Older Youth	37
		Younger Youth	223
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rate	Adults	75%	77.7%
	Dislocated Workers	84%	91.3%
	Older Youth	60%	63.0%
Retention Rate	Adults	84%	79.3%
	Dislocated Workers	92%	79.6%
	Older Youth	82%	85.0%
	Younger Youth	55%	1.7%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,360	\$2,001
	Dislocated Workers	91%	87.1%
	Older Youth	\$2,940	\$1,648
Credential/Diploma Rate	Adults	48%	38.7%
	Dislocated Workers	52%	56.3%
	Older Youth	43%	0.0%
	Younger Youth	55%	11.6%
Skill Attainment Rate	Younger Youth	72%	68.4%
Other State Indicators of Performance		N/A	
Overall Status of Local Performance		Not Met	Met
		5	5
			Exceed
			5

Local Area Name PIMA COUNTY	Total Participants Served	Adults	992
		Dislocated Workers	1,069
		Older Youth	60
		Younger Youth	556
ETA Assigned # 4030	Total Exiters	Adults	345
		Dislocated Workers	345
		Older Youth	34
		Younger Youth	270
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rate	Adults	70.70%	78.3%
	Dislocated Workers	76.70%	80.6%
	Older Youth	50.50%	77.8%
Retention Rate	Adults	79.30%	80.2%
	Dislocated Workers	85.80%	86.7%
	Older Youth	73.70%	82.6%
	Younger Youth	54.50%	55.9%
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,424	\$2,442
	Dislocated Workers	88.90%	84.7%
	Older Youth	\$2,121	\$2,724
Credential/Diploma Rate	Adults	45.50%	68.3%
	Dislocated Workers	50.50%	66.4%
	Older Youth	41.40%	37.1%
	Younger Youth	53.50%	69.4%
Skill Attainment Rate	Younger Youth	70.70%	82.5%
Other State Indicators of Performance		N/A	
Overall Status of Local Performance		Not Met	Met
		0	2
			13

Local Area Name MARICOPA COUNTY	Total Participants Served	Adults	3,021
		Dislocated Workers	1,454
		Older Youth	105
		Younger Youth	1,052
ETA Assigned # 4035	Total Exiters	Adults	2,013
		Dislocated Workers	708
		Older Youth	22
		Younger Youth	296
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rate	Adults	79%	80.8%
	Dislocated Workers	83%	88.3%
	Older Youth	57%	50.0%
Retention Rate	Adults	87%	81.3%
	Dislocated Workers	95%	86.4%
	Older Youth	80%	33.3%
	Younger Youth	56%	50.0%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,570	\$854
	Dislocated Workers	95%	81.6%
	Older Youth	\$2,625	-\$276
Credential/Diploma Rate	Adults	48%	59.0%
	Dislocated Workers	53%	75.9%
	Older Youth	43%	33.3%
	Younger Youth	56%	55.8%
Skill Attainment Rate	Younger Youth	74%	90.0%
Other State Indicators of Performance		N/A	
Overall Status of Local Performance		Not Met	Met
		4	6
			Exceed
			5

Local Area Name SANTA CRUZ COUNTY	Total Participants Served	Adults	182
		Dislocated Workers	24
		Older Youth	36
		Younger Youth	228
ETA Assigned # 4040	Total Exiters	Adults	39
		Dislocated Workers	19
		Older Youth	5
		Younger Youth	14
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rate	Adults	63%	64.3%
	Dislocated Workers	79%	75.0%
	Older Youth	66%	80.0%
Retention Rate	Adults	81%	94.4%
	Dislocated Workers	88%	75.0%
	Older Youth	77%	100.0%
	Younger Youth	54%	73.1%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,045	\$3,209
	Dislocated Workers	97%	82.1%
	Older Youth	\$2,520	\$2,275
Credential/Diploma Rate	Adults	45%	81.3%
	Dislocated Workers	47%	63.6%
	Older Youth	39%	66.7%
	Younger Youth	48%	62.5%
Skill Attainment Rate	Younger Youth	63%	88.4%
Other State Indicators of Performance		N/A	
Overall Status of Local Performance		Not Met	Met
		0	4
			11

Local Area Name YUMA COUNTY	Total Participants Served	Adults	562
		Dislocated Workers	73
		Older Youth	176
		Younger Youth	762
ETA Assigned # 4045	Total Exiters	Adults	243
		Dislocated Workers	40
		Older Youth	82
		Younger Youth	190
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rate	Adults	65%	67.4%
	Dislocated Workers	81%	82.5%
	Older Youth	65%	75.0%
Retention Rate	Adults	81%	82.5%
	Dislocated Workers	90%	72.7%
	Older Youth	81%	75.9%
	Younger Youth	56%	52.9%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,050	\$2,336
	Dislocated Workers	97%	81.2%
	Older Youth	\$2,130	\$2,091
Credential/Diploma Rate	Adults	48%	65.6%
	Dislocated Workers	53%	63.6%
	Older Youth	43%	65.5%
	Younger Youth	56%	48.1%
Skill Attainment Rate	Younger Youth	74%	89.6%
Other State Indicators of Performance		N/A	
Overall Status of Local Performance		Not Met	Met
		1	6
			8

Local Area Name APACHE COUNTY	Total Participants Served	Adults	17
		Dislocated Workers	27
		Older Youth	5
		Younger Youth	14
ETA Assigned # 4060	Total Exiters	Adults	9
		Dislocated Workers	10
		Older Youth	2
		Younger Youth	4
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rate	Adults	53%	100.0%
	Dislocated Workers	57%	100.0%
	Older Youth	53%	0.0%
Retention Rate	Adults	53%	100.0%
	Dislocated Workers	72%	80.0%
	Older Youth	53%	0.0%
	Younger Youth	50%	0.0%
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,940	\$5,738
	Dislocated Workers	74%	78.8%
	Older Youth	\$2,415	\$0
Credential/Diploma Rate	Adults	42%	100.0%
	Dislocated Workers	42%	22.2%
	Older Youth	36%	0.0%
	Younger Youth	42%	66.7%
Skill Attainment Rate	Younger Youth	58%	25.0%
Other State Indicators of Performance		N/A	
Overall Status of Local Performance		Not Met	Met
		7	0
			8

Local Area Name COCONINO COUNTY	Total Participants Served	Adults	62
		Dislocated Workers	48
		Older Youth	19
		Younger Youth	109
ETA Assigned # 4065	Total Exiters	Adults	15
		Dislocated Workers	11
		Older Youth	10
		Younger Youth	34
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rate	Adults	61%	100.0%
	Dislocated Workers	74%	100.0%
	Older Youth	56%	100.0%
Retention Rate	Adults	64%	81.8%
	Dislocated Workers	91%	92.9%
	Older Youth	80%	85.7%
	Younger Youth	54%	80.0%
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,835	\$5,389
	Dislocated Workers	97%	104.3%
	Older Youth	\$2,835	\$1,202
Credential/Diploma Rate	Adults	45%	30.0%
	Dislocated Workers	47%	40.0%
	Older Youth	39%	42.9%
	Younger Youth	48%	78.8%
Skill Attainment Rate	Younger Youth	63%	64.6%
Other State Indicators of Performance		N/A	
Overall Status of Local Performance		Not Met	Met
		2	1
			12

Local Area Name MOHAVE/LA PAZ COUNTIES	Total Participants Served	Adults	98
		Dislocated Workers	138
		Older Youth	35
		Younger Youth	140
ETA Assigned # 4070	Total Exitors	Adults	57
		Dislocated Workers	51
		Older Youth	8
		Younger Youth	50
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rate	Adults	75%	77.8%
	Dislocated Workers	76%	81.4%
	Older Youth	59%	100.0%
Retention Rate	Adults	75%	76.5%
	Dislocated Workers	87%	91.7%
	Older Youth	82%	50.0%
	Younger Youth	54%	56.0%
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,625	\$2,879
	Dislocated Workers	92%	93.0%
	Older Youth	\$1,758	\$3,402
Credential/Diploma Rate	Adults	45%	53.8%
	Dislocated Workers	47%	50.0%
	Older Youth	39%	25.0%
	Younger Youth	63%	54.5%
Skill Attainment Rate	Younger Youth	48%	75.5%
Other State Indicators of Performance		N/A	
Overall Status of Local Performance		Not Met	Met
		2	1
			12

Local Area Name NAVAJO COUNTY	Total Participants Served	Adults	81
		Dislocated Workers	72
		Older Youth	34
		Younger Youth	43
ETA Assigned # 4075	Total Exiters	Adults	45
		Dislocated Workers	19
		Older Youth	19
		Younger Youth	16
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rate	Adults	72%	65.6%
	Dislocated Workers	79%	88.9%
	Older Youth	53%	66.7%
Retention Rate	Adults	83%	86.7%
	Dislocated Workers	74%	91.7%
	Older Youth	74%	77.8%
	Younger Youth	54%	60.0%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,045	\$3,911
	Dislocated Workers	74%	78.2%
	Older Youth	\$2,415	\$4,207
Credential/Diploma Rate	Adults	45%	60.9%
	Dislocated Workers	47%	66.7%
	Older Youth	39%	63.6%
	Younger Youth	42%	60.0%
Skill Attainment Rate	Younger Youth	63%	83.3%
Other State Indicators of Performance		N/A	
Overall Status of Local Performance		Not Met	Met
		0	1
			14

Local Area Name YAVAPAI COUNTY	Total Participants Served	Adults	82
		Dislocated Workers	106
		Older Youth	13
		Younger Youth	87
ETA Assigned # 4080	Total Exiters	Adults	58
		Dislocated Workers	43
		Older Youth	4
		Younger Youth	28
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rate	Adults	74%	71.1%
	Dislocated Workers	83%	80.6%
	Older Youth	67%	66.7%
Retention Rate	Adults	83%	90.9%
	Dislocated Workers	93%	100.0%
	Older Youth	72%	100.0%
	Younger Youth	54%	50.0%
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,520	\$3,083
	Dislocated Workers	97%	116.7%
	Older Youth	\$2,310	-\$978
Credential/Diploma Rate	Adults	45%	30.4%
	Dislocated Workers	47%	33.3%
	Older Youth	39%	33.3%
	Younger Youth	48%	33.3%
Skill Attainment Rate	Younger Youth	63%	91.3%
Other State Indicators of Performance		N/A	
Overall Status of Local Performance		Not Met	Met
		4	5
			6

Local Area Name TRIBES	Total Participants Served	Adults	445
		Dislocated Workers	6
		Older Youth	158
		Younger Youth	495
ETA Assigned # 4090	Total Exiters	Adults	228
		Dislocated Workers	2
		Older Youth	69
		Younger Youth	209
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants		
	Employers		
Entered Employment Rate	Adults	60%	42.9%
	Dislocated Workers	71%	0.0%
	Older Youth	55%	44.7%
Retention Rate	Adults	68%	75.4%
	Dislocated Workers	86%	0.0%
	Older Youth	73%	71.4%
	Younger Youth	52%	44.0%
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,100	\$1,640
	Dislocated Workers	71%	0.0%
	Older Youth	\$2,400	\$3,613
Credential/Diploma Rate	Adults	44%	30.3%
	Dislocated Workers	46%	0.0%
	Older Youth	38%	24.5%
	Younger Youth	47%	38.3%
Skill Attainment Rate	Younger Youth	61%	89.0%
Other State Indicators of Performance		N/A	
Overall Status of Local Performance		Not Met	Met
		8	4
			Exceed
			3

One Stop Directory

Locations and contact people are listed below.

APACHE COUNTY	
<p>Apache County Workforce Partnership 1359 E. Main Street, Highway 60 Los Arcos Plaza Springerville, AZ 85938 (928) 333-4454</p>	<p>Donna Stock, Program Manager 1359 E. Main Street, Highway 60 Springerville, AZ 85938 (928) 333-4454 (928) 333-2903 Fax dstock@co.apache.az.us</p>
COCHISE COUNTY	
<p>Cochise County Workforce Development 1706 10th Street Douglas, AZ 85607 (520) 364-8906</p> <p>Arizona Department of Economic Security 2981 E. Tacoma Sierra Vista, AZ 85635 (520) 459-3206</p> <p>Cochise County Workforce Development 650 E. Wilcox Drive Sierra Vista, AZ 85635 (520) 458-4200</p>	<p>Vada Phelps, Executive Director Cochise County Workforce Development 650 E. Wilcox Drive Sierra Vista, AZ 85635 (520) 458-4200 (520) 458-1409 Fax vp Phelps@CPIC-CAS.org http://www.cochise.org/onestop</p>
COCONINO COUNTY	
<p>Arizona Department of Economic Security 397 Malpais Lane, #9 Flagstaff, AZ 86001 (928) 779-4557</p> <p>Coconino Co. Career Center/Arizona Dept. of Economic Security 337 N. Navajo P.O. Box 4269 Page, AZ 86040 (928) 645-5201</p>	<p>Carol Curtis, Director 110 E. Cherry Avenue Flagstaff, AZ 86001-4627 (928) 522-7900 (928) 522-7919 Fax ccurtis@co.coconino.az.us http://co.coconino.az.us/careercenter</p>
GILA AND PINAL COUNTIES	
<p>Gila County One-Stop 1100 Monroe Street Globe, AZ 85501 (928) 425-2418</p>	<p>Kaycee Stratton, One-Stop Coordinator Gila Co. Community Services Division P.O. Box 2778 Globe, AZ 85502 (928) 425-7631 Ext. 8656 (928) 425-9468 Fax kstratton@co.gila.az.us</p>

GRAHAM COUNTY	
WIA Title I Service Center 826 W. Main St. Safford, AZ 85546 (928) 428-7386	Neil Karnes, Director Graham County Employment & Training 826 West Main Street Safford, AZ 85546 (928) 428-7386 (928) 428-8074 Fax Nkarnes@graham.az.gov
GREENLEE COUNTY	
Greenlee One-Stop Resource Center Highway 191 and Wards Canyon Road Clifton, AZ 85533 (928) 865-4151	Evangelina Esquivel Greenlee Career Center Highway 191 and Wards Canyon Road P.O. Box 1537 Clifton, AZ 85533 (928) 865-4151 (928) 865-3566 Fax vesquivel@aznex.net http://www.aznex.net/~clifton_os
LA PAZ COUNTY	
La Paz Career Center 1113 Kofa Avenue Parker, AZ 85344 (928) 669-9812	Cheryl Burns, Director La Paz Career Center 1113 Kofa Avenue Parker, AZ 85344 (928) 669-9812 (928) 669-6326 Fax cheryl_burns@hotmail.com or Terry Foss terfoss@hotmail.com
MARICOPA COUNTY	
Mesa Career Development Center 305 East Main St., Suite 200 (2 nd Floor, Wells Fargo Bank Building) Mesa, AZ 85201 (480) 668-8262 Peoria Career Development Center 9770 W. Peoria Peoria, AZ 85345 (623) 934-3231	Diana Shepherd Special Projects Coordinator Maricopa County Human Services Dept. 2801 West Durango Phoenix, AZ 85009 (602) 506-4812 (602) 506-8789 Fax dshepherd@mail.maricopa.gov http://www.hsd.maricopa.gov/mwc
MOHAVE COUNTY	
Mohave County Community Development Center 201 N. 4 th Street Kingman, AZ 86401 (928) 753-0723	Lynne Steiger One-Stop Program Representative 201 N. 4 th Street, P.O. Box 7000 Kingman, AZ 86402-7000 (928) 753-0723 (928) 753-0776 Fax (928) 753-0726 TDD lynne.steiger@co.mohave.az.us

NAVAJO COUNTY	
<p>Arizona Department of Economic Security 2500 E. Cooley, Suite 410 Show Low, AZ 85901 (928) 532-4300</p> <p>Arizona Department of Economic Security 319 E. Third Street, 335C Winslow, AZ 86047 (928) 289-4644</p>	<p>Rondi Moore One-Stop Coordinator 2500 E. Cooley, Suite 410 Show Low, AZ 85901 (928) 532-4300 (928) 537-9185 Fax</p>
NAVAJO NATION	
<p>Navajo Department of Workforce Development P.O. Box 1889 Window Rock AZ 86515 (928)871-7707 (928) 871-7116 Fax</p>	<p>Roslyn Curtis, Director Navajo Department of Workforce Development P.O. Box 1889 Window Rock AZ 86515 (928)871-7707 (928) 871-7116 Fax</p>
NINETEEN TRIBAL NATIONS	
<p>Tribal One-Stop Service Center 1599 Plantation Road Mohave Valley, AZ 86440 (928) 346-1787</p>	<p>Colette Lewis One-Stop System Administrator 1599 Plantation Road Mohave Valley, AZ 85440 (928) 346-1787 fmotos@ftmohave.com http://www.antn1stop.org</p>
CITY OF PHOENIX	
<p>Phoenix Workforce Connection North 9801 N. 7th Street Phoenix, AZ 85020 (602) 861-0208</p>	<p>Yolanda Carrothers City of Phoenix, Workforce Connection Division 200 West Washington, 19th Floor Phoenix, AZ 85003-1611 (602) 262-4036 (602) 534-3915 Fax Onestop.hsd@phoenix.gov http://www.phoenix.gov/onestop.html</p>
PIMA COUNTY	
<p>One-Stop Career Center 340 N. Commerce Park Loop, Tortolita Building Tucson, AZ 85745 (520) 798-0500</p>	<p>Celina Somoza One-Stop Coordinator 340 N. Commerce Park Loop, Tortolita Building Tucson, AZ 85745 (520) 798-0500 (520) 798-0599 Fax csomoza@csd.co.pima.az.us http://www.PimaWorks.com</p>

SANTA CRUZ COUNTY	
<p>Santa Cruz County One-Stop Center (temporary location) 2935 N. Grand Avenue Nogales, AZ 85621 (520) 375-7670</p>	<p>Nils Urman, Director 2935 N. Grand Avenue Nogales, AZ 85621 (520) 375-7670 (520) 281-1166 Fax sccwia@theriver.com http://www.onestopsc.org</p>
YAVAPAI COUNTY	
<p>Arizona Department of Economic Security - Cottonwood Center 1500 E. Cherry Street, Suite F Cottonwood, AZ 86326 (928) 634-3337</p> <p>NACOG Workforce Development Center – Prescott Center 221 N. Marina, Suite 201 Prescott, AZ 86301 (928) 778-1422</p>	<p>Teri Drew, Regional Director 221 N. Marina, Suite 201 Prescott, AZ 86301 (928) 778-1422 (928) 778-1756 Fax</p> <p>Mailing Address: P.O. Box 2451 Prescott, AZ 86302 tdrew@cableone.net</p>
YUMA COUNTY	
<p>Career Resource Center 3826 W. 16th Street Yuma, AZ 85364 Phone: (928) 329-0990</p>	<p>Mercedes Dominguez One-Stop System Administrator 3826 W. 16th Street Yuma, AZ 85364 (928) 329-0990 (928) 783-1825 Fax mdominguez@ypic.com http://www.ypic.com/crc.htm</p>

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- Don Eddy, Colorado River Indian Tribes
- Warren Koontz, Inter Tribal Council of Arizona

For further information, contact:

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3800 North Central Avenue, Suite 1500
Office of Workforce Development
Phoenix, AZ 85012
(602) 280-8133
www.azcommerce.com

Workforce Development Administration
Arizona Department of Economic Security
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